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# Annual Salary Study and Survey of Selected Personnel Issues

1985

CWLA Research Center

# ANNUAL SALARY STUDY AND SURVEY OF SELECTED PERSONNEL ISSUES

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A Report on Administrative and Professional Staff and Salaries in CWLA Member Agencies as of January 1, 1985

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67 Irving Place, New York, N.Y. 10003

June 1985
ISBN 0-87868-244-9

AM-19

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ISBN 0-87868-244-9

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## INTRODUCTION

After a one-year hiatus we are pleased to report once again on the salaries paid to professional staff of Member Agencies of the Child Welfare League of America. At the request of both voluntary and public agencies we have for the first time included in the sample local public agencies that are in membership with CWLA. Statewide public agencies were not included because of the potential size of their staff and diversity of positions. For the first time Associate Member Agencies are also included in the sample.

In December 1984, survey forms were mailed to 238 voluntary and 23 local public U.S. and Canadian Member Agencies of CWLA. By April 15, 1985, the cutoff date for data collection, completed forms had been received from 188 voluntary and 23 local public agencies for response rates of 79 and 100 percent, respectively.

## SALARY AND PERSONNEL TABLES

*Table 1* presents the distribution of participating agencies by region and size of staff. The regional breakdown used here is that of the U.S. Census Bureau and is not coterminous with the CWLA regions. (The composition of each region and the number of participating agencies in each state are presented in the Appendix.) The region that contributes the most agencies to the sample is the East North Central region (29%). The other regions each contribute 13% or less of the participating agencies.

The regional breakdown of the local public agencies, included in the sample for the first time this year, is also presented in Table 1. All told, 11% of the participating agencies are local public agencies. Data from the local public agencies are included in Tables 2, 3, 12, and 25.

The size-of-staff variable is computed for each agency by adding together all the full-time and half the part-time professional and administrative staff reported. Because the size of the agency may influence salaries, particularly for administrative positions, this variable is used, along with the regional breakdown, as a classifying variable to analyze the salary data. A comparison with the *1983 Salary Study* reveals that the larger agencies account for a greater share of the participating agencies this year. There are two reasons for this--the inclusion in the sample of local public agencies, which tend to be considerably larger than the voluntary agencies, and an increase over 1983 in the average number of professional and administrative positions among the voluntary participants. Both of these situations are revealed more clearly in Table 2.

*Table 2* presents the average number of full-time, part-time, and total professional and administrative staff in participating voluntary agencies by region. The average number of employees ranges from a low of 20 in the East South Central region to a high of 301 in Canada. The average staff size of the Canadian agencies is more than twice the average staff size of the U.S.

region with the largest agencies (Middle Atlantic, with an average of 132 professional and administrative employees).

The average number of professional and administrative staff for all regions is 92, considerably higher than the average of 64 employees reported in 1983. Only two regions--East South Central and Mountain--had fewer employees among participating agencies than they did in 1983 and some--West North Central, South Atlantic, West South Central, Pacific, and Canada--doubled or nearly doubled the average number of professional and administrative employees from 1983 to 1985.*

Most of the increase in the average number of employees is due to the full-time positions, which have risen from 50 to 77 from 1983 to 1985. The average number of part-time positions has remained fairly stable between these 2 years, going from 14 to 17. This means that the proportion of part-time positions declined among participating agencies in the last 2 years. Caution is necessary in interpreting these changes from 1983 to 1985 because we do not know the extent to which they represent actual changes in staff size among participating agencies versus changes in the composition of the agency sample for the region. In other words, the information we have reported here does not permit us to say that agencies in certain regions are either growing or declining in size of staff, but it does permit us to say that the average size of the agencies participating in the survey has increased or decreased over the last 2 years.

Table 2 also reveals that the local public agencies are considerably larger than the voluntary agencies, with an average of 272 professional and administrative employees compared to 92 for the voluntary agencies.

*Table 3* reports the first set of salary figures. As in previous years, salaries are reported only for full-time employees in selected positions. Members of religious orders who are not fully salaried are omitted.

The term *median* is introduced in this table. The median salary is the salary that divides the sample in half when all salaries for a particular position are ranked from lowest to highest. Fifty percent of the sample falls above the median and 50% falls below it.

*Table 3* summarizes the median salaries and percentage changes in median salaries for 11 positions for which there are generally 100 or more salaries reported by the participating voluntary agencies. Table 3 also presents the median salaries reported in 1985 by local public agencies for each of the 11 positions. Trends in percentage changes can be compared to trends in the Consumer Price Index (CPI) at the end of the table.

The percentage increase in median salaries and the CPI are shown in one-year

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*The regional breakdown in staff size for 1983 is not included in Table 2 but could be obtained by looking at the *Salary Study* for that year.

increments from 1980 to 1983. The percentage increase for 1985 represents a two-year increase from 1983, the date of the most recent salary study prior to the current one. The percentage increase over a five-year period for the 11 positions is also reported. In the past five years, the CPI increased 34% while median salaries for the selected positions increased from a low of 18.1% (Practitioners with Some Graduate Social Work Education) to a high of 40.2% (Executive Directors).

The largest increase over the two-year period from 1983 to 1985 occurred for Practitioners with No Graduate Social Work Education (13.7%) and Child Care Workers (13.5%). Child Care Workers and Social Work Assistants/Case Aides remain the lowest paid of the 11 positions in the table, with a median of $12,500 for both positions.

A comparison of the median salaries of local public and voluntary agencies reveals that, on the average, local public agencies pay about $6,000 more for each of the 11 positions reported here than do voluntary agencies. The differential ranges from a low of $600 for Executive Directors to a high of $10,500 for Residential Supervisors.

The percentage increase in the Consumer Price Index for Urban Wage Earners and Clerical Workers has stabilized at about 3.5% for each of the last 3 years.

The remaining salary tables in the report include only the salaries of participating voluntary agencies in the United States and Canada.

The concept of the *Upper Quartile* is used in these tables. The upper quartile may perhaps be best understood in relation to the median, which has already been defined: the median is the figure that falls at the 50th percentile in a distribution of numbers, while the upper quartile is the figure that falls at the 75th percentile. The median divides the sample in half; the upper quartile divides the sample at the point where one-fourth of the salaries fall above the value and three-fourths fall below it. The upper quartile indicates the point at which the "higher" salaries begin. The gap between the median and upper quartile for the same position also gives a sense of how "bunched up" or "spread out" are the salaries above the median.

*Tables 4 and 5* present data on salaries paid to Executive Directors. As Table 4 reports, the overall median salary for Executive Directors, as of January 1, 1985, was $45,700. The medians ranged from $31,000 (East South Central) to $65,000 (Canada). Canadian salaries throughout this report are reported in Canadian Dollars. As of January 1, 1985, the exchange rate was .74 Canadian for 1.00 U.S. Dollars. To compare U.S. and Canadian salaries, therefore, the Canadian salary should be multiplied by the exchange rate. For example, the Canadian median salary for Executive Directors ($65,000) would be equivalent to $48,100 U.S. Dollars ($65,000 X .74), bringing it much more closely into line with the U.S. salaries. When this conversion takes place we see that the Canadian Executives, while still toward the upper end of the salary continuum, actually trail behind the average salary for

Executives in the Middle Atlantic and West North Central regions. Furthermore, as may be seen in Table 2, the Canadian voluntary agencies are three times larger than the U.S. voluntary agencies and are larger than the local public agencies, on the average. This suggests that the initially high-appearing Canadian salaries are actually on the low side in comparison with the Executives of all large agencies in the sample, where Executives of the 45 agencies with professional and administrative staffs of 76 or more earn $56,800, on the average.

Over the last few years there has been an increasing differential in the U.S.-Canadian exchange rate. This poses a problem for handling the Canadian salaries that has not yet been satisfactorily resolved. As in the past, tables in this report that contain a regional breakdown of salaries list the Canadian salaries separately. One may then, if one wishes, apply the exchange rate (.74) to the Canadian salary to obtain the equivalent in U.S. Dollars. The tables without a regional breakdown, however, and the "totals" in the regional tables include both U.S. and Canadian salaries without any conversion to U.S. equivalents. This decision was made in the interests of keeping the salary trend data uniform since the Canadian salaries have always been included without any exchange-rate conversion and because there are few (5) Canadian voluntary agencies in the sample.

In the second part of Table 4, one can see that the salaries of the Executive Directors at the largest (76 or more professional and administrative staff) and smallest (1-25 staff) voluntary agencies are related to the size of the agency, with the Executives in the largest agencies receiving the highest salaries.

*Table 5* presents trends in salaries paid to Executive Directors from 1980 to 1985.

*Tables 6 to 11* give salaries and trends in salaries for four positions: Assistant Executive Directors; Casework Directors/Directors of Professional Services; District Directors/Directors of Major Program Units; and Supervisors.

*Table 12* presents the percentage of Social Work Practitioners with Graduate Social Work Degrees employed by voluntary and local public agencies by region. Sixty-four percent of the social work practitioners employed by voluntary agencies have a graduate social work degree, and 51% of social work practitioners employed by local public agencies have a graduate social work degree. The percentage of Social Work Practitioners with Graduate Social Work Degrees working for voluntary agencies range from 29% in the Mountain region to 87% in the East South Central region. For local public agencies the range is 11% in the West South Central region to 100% in the West North Central region.

*Table 13* presents the salaries for Practitioners with a Graduate Social Work Degree by region and by size of staff.

*Table 14* shows that the median salary of Practitioners with a Graduate Social Work Degree and those with another type of graduate degree is $19,000. Practitioners with Some Graduate Social Work Education have a median salary of $17,000, which represents a decline of 2.9% from the 1983 median of $17,500, and those with no graduate education have a median salary of $15,000.

*Tables 15 and 16* describe trends in salaries for Social Work Assistants and Recreation Workers in voluntary agencies.

*Tables 17, 18, and 19* focus on agencies with residential programs. *Full maintenance*, a term used in these tables, is defined as the provision of meals and residential quarters such that the worker does not need to maintain a separate residence. In the past, room and board were frequently provided to staff in residential programs as a form of compensation; consequently, the staff receiving maintenance tended to have lower salaries. This form of compensation has declined in recent years and the historical relationship between salaries and provision of maintenance has, if anything, reversed. There is now a tendency--slight for Child Care Workers but more pronounced for Residential Supervisors--for those receiving full maintenance to also receive higher salaries.

*Tables 20 to 23* present data on Educational Staff in institutions and day care centers. Teachers and Assistants to Teachers continue to be among the lowest paid positions reported in this study.

TABLE 1

PARTICIPATING AGENCIES
BY REGION AND SIZE OF STAFF

| Region | Size of Staff[a] 25 or Less % | 26-50 % | 51-75 % | 76 or More % | Total[b] N | Total[b] % | # of Local Public Agencies in Sample |
|---|---|---|---|---|---|---|---|
| New England | 53% | 18% | 11% | 18% | 28 | 13% | 0 |
| Middle Atlantic | 18 | 11 | 18 | 53 | 28 | 13 | 3 |
| East North Central | 34 | 17 | 27 | 22 | 59 | 29 | 5 |
| West North Central | 7 | 27 | 33 | 33 | 15 | 7 | 2 |
| South Atlantic | 14 | 50 | 7 | 29 | 28 | 13 | 7 |
| East South Central | 62 | 25 | 0 | 13 | 8 | 4 | 0 |
| West South Central | 25 | 13 | 25 | 37 | 8 | 4 | 1 |
| Mountain | 60 | 0 | 20 | 20 | 5 | 2 | 0 |
| Pacific | 4 | 35 | 39 | 22 | 23 | 11 | 1 |
| Canada | 0 | 0 | 11 | 89 | 9 | 4 | 4 |
| ALL REGIONS | 27% | 22% | 21% | 30% | 211 | 100% | 23 |

[a]Computed by adding together all full-time and half the part-time professional and administrative staff.

[b]The Local Public Agencies are included in the total for each region.

*N* = Number of agencies reporting.

TABLE 2

AVERAGE NUMBER OF FULL-TIME, PART-TIME, AND TOTAL EMPLOYEES BY REGION

(Voluntary Agencies Only)

| Region | Average Number of Employees Per Agency | | | Number of Agencies Reporting | |
|---|---|---|---|---|---|
| | Full-Time | Part-Time[a] | Total | Full-Time | Part-Time |
| New England | 38 | 10 | 48 | 28 | 27 |
| Middle Atlantic | 106 | 32 | 132 | 25 | 22 |
| East North Central | 52 | 11 | 62 | 54 | 48 |
| West North Central | 97 | 20 | 116 | 13 | 13 |
| South Atlantic | 83 | 14 | 94 | 21 | 19 |
| East South Central | 14 | 5 | 20 | 8 | 8 |
| West South Central | 111 | 14 | 119 | 7 | 4 |
| Mountain | 29 | 5 | 34 | 5 | 5 |
| Pacific | 77 | 24 | 99 | 22 | 21 |
| Canada | 266 | 39 | 301 | 5 | 4 |
| All Regions 1985 | 77 | 17 | 92 | 188 | 171 |
| Voluntary 1983 | 50 | 14 | 64 | 183 | 163 |
| All Regions Local Public 1985 | 250 | 29 | 272 | 23 | 17 |

[a]Averages are based on those agencies reporting at least one employee working part-time, which is somewhat fewer than all participating agencies. The average number of total employees is, therefore, somewhat less than the sum of the average number of full-time and part-time employees.

TABLE 3

MEDIAN SALARY AND PERCENTAGE CHANGE FOR 11 POSITIONS
1980-1985
(Voluntary Agencies Only, U.S. and Canada)

| *Position & Year* | *Median Salary* | *% Increase From Prev. Yr.*[a] | *% Increase Over 5 Years* | *1985 Median for Local Public Agencies* |
|---|---|---|---|---|
| Executive Dir. | | | | |
| 1985 | $45,700 | 9.6% | 40.2% | $46,300 (N=23) |
| 1983 | 41,700 | 8.3 | | |
| 1982 | 38,500 | 6.1 | | |
| 1981 | 36,300 | 11.3 | | |
| 1980 | 32,600 | 4.6 | | |
| Asst. Exec. Dir. | | | | |
| 1985 | $37,400 | 8.4% | 39.0% | $41,400 (N=22) |
| 1983 | 34,500 | 6.5 | | |
| 1982 | 32,400 | 10.2 | | |
| 1981 | 29,400 | 9.3 | | |
| 1980 | 26,900 | 9.2 | | |
| Casework Dir./Dir. of Prof. Serv. | | | | |
| 1985 | $30,450 | 2.5% | 29.0% | $37,200 (N=49) |
| 1983 | 29,700 | 8.8 | | |
| 1982 | 27,300 | 7.1 | | |
| 1981 | 25,500 | 8.1 | | |
| 1980 | 23,600 | 2.6 | | |
| Dir. of District/ Major Program | | | | |
| 1985 | $27,000 | 7.7% | 29.2% | $37,000 (N=98) |
| 1983 | 25,062 | 3.1 | | |
| 1982 | 24,300 | 3.4 | | |
| 1981 | 23,500 | 12.4 | | |
| 1980 | 20,900 | 3.8 | | |
| Supervisors | | | | |
| 1985 | $25,000 | 8.3% | 24.4% | $29,000 (N=528) |
| 1983 | 23,083 | 1.7 | | |
| 1982 | 22,700 | 5.1 | | |
| 1981 | 21,600 | 7.5 | | |
| 1980 | 20,100 | 4.7 | | |

TABLE 3
(Continued)

| *Position & Year* | *Median Salary* | *% Increase From Prev. Yr.* [a] | *% Increase Over 5 Years* | *1985 Median for Local Public Agencies* |
|---|---|---|---|---|
| Residential Supervisors | | | | |
| 1985 | $17,500 | 1.6% | 32.6% | $28,000 |
| 1983 | 17,222 | 9.7 | | (N=74) |
| 1982 | 15,700 | -1.9 | | |
| 1981 | 16,000 | 21.2 | | |
| 1980 | 13,200 | -3.1 | | |
| Practitioners with Grad. S.W. Degree | | | | |
| 1985 | $19,000 | 6.4% | 21.8% | $25,000 |
| 1983 | 17,855 | 2.0 | | (N=1230) |
| 1982 | 17,500 | 2.9 | | |
| 1981 | 17,000 | 9.0 | | |
| 1980 | 15,600 | 5.8 | | |
| Practitioners with Some Grad. S.W. Educ. | | | | |
| 1985 | $17,000 | -2.9% | 18.1% | $21,000 |
| 1983 | 17,500 | 1.2 | | (N=116) |
| 1982 | 17,300 | 6.1 | | |
| 1981 | 16,300 | 13.2 | | |
| 1980 | 14,400 | 8.8 | | |
| Practitioners with No Grad. S.W. Educ. | | | | |
| 1985 | $17,000 | 13.7% | 32.8% | $23,000 |
| 1983 | 14,951 | 7.6 | | (N=1197) |
| 1982 | 13,900 | -2.1 | | |
| 1981 | 14,200 | 10.9 | | |
| 1980 | 12,800 | 3.9 | | |
| Social Work Asst./ Case Aide | | | | |
| 1985 | $12,500 | 8.5% | 31.6% | $21,500 [b] |
| 1983 | 11,520 | 4.7 | | (N=642) |
| 1982 | 11,000 | 5.8 | | |
| 1981 | 10,400 | 9.5 | | |
| 1980 | 9,500 | 2.5 | | |

TABLE 3
(Continued)

| *Position & Year* | *Median Salary* | *% Increase From Prev. Yr.* [a] | *% Increase Over 5 Years* | *1985 Median for Local Public Agencies* |
|---|---|---|---|---|
| Child Care Worker | | | | |
| 1985 | $12,500 | 13.5% | 33.0% | $17,500 |
| 1983 | 11,013 | 1.0 | | (485) |
| 1982 | 10,900 | 5.8 | | |
| 1981 | 10,300 | 9.6 | | |
| 1980 | 9,400 | 8.0 | | |

| U.S. Consumer Price Index[c] for January 1 | *Index* | *% Increase From Prev. Yr.* [a] | *% Increase Over 5 Years* |
|---|---|---|---|
| 1985 | 312.6 | 7.0 | 34.0% |
| 1983 | 292.1 | 3.5 | |
| 1982 | 282.1 | 8.2 | |
| 1981 | 260.7 | 11.7 | |
| 1980 | 233.3 | 14.0 | |

[a] The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

[b] Over one-third of the persons in this job category were from one local public agency where they were paid between $21,000 and $21,999.

[c] U.S. Department of Labor, Bureau of Labor Statistics, *Consumer Price Index for Urban Wage Earners and Clerical Workers, U.S. City Average.*

TABLE 4

SALARIES PAID TO EXECUTIVE DIRECTORS BY REGION AND BY SIZE OF STAFF

(Voluntary Agencies Only)

| *Region* | *Number of Salaries Reported* | *Median Salary*[a] | *Upper Quartile*[a] |
|---|---|---|---|
| New England | 28 | $42,500 | $53,000 |
| Middle Atlantic | 25 | 50,800 | 57,575 |
| East North Central | 54 | 46,000 | 51,700 |
| West North Central | 13 | 48,350 | 54,375 |
| South Atlantic | 21 | 43,100 | 49,850 |
| East South Central | 8 | 31,000 | 39,500 |
| West South Central | 7 | 39,400 | 45,925 |
| Mountain | 5 | 32,950 | 37,625 |
| Pacific | 22 | 47,000 | 55,000 |
| Canada[b] | 5 | 65,000 | 70,750 |
| *Size of Staff* | | | |
| 1-25 | 55 | $37,050 | $43,000 |
| 26-50 | 45 | 45,900 | 50,600 |
| 51-75 | 43 | 45,700 | 50,550 |
| 76 or more | 45 | 56,800 | 66,750 |
| TOTAL | 188 | $45,700 | $54,000 |

[a]Some of the medians and upper quartiles are based on few reported salaries and may be unstable.

[b]Canadian salaries are given in Canadian Dollars. As of January 1, 1985, the exchange rate was .74 Canadian for 1.00 U.S. Dollars.

TABLE 5

TRENDS IN SALARIES PAID TO EXECUTIVE DIRECTORS
1980-1985

(Voluntary Agencies Only, U.S. and Canada)

| *Salary* | *% of Executive Directors* | | | | |
|---|---|---|---|---|---|
| | *1980 (N=197)* | *1981 (N=168)* | *1982 (N=176)* | *1983 (N=173)* | *1985 (N=188)* |
| Under $25,000 | 11% | 4% | 3% | 3% | 6% |
| $25,000-29,999 | 22 | 15 | 13 | 8 | 3 |
| $30,000-34,999 | 31 | 25 | 16 | 10 | 9 |
| $35,000-39,999 | 14 | 25 | 22 | 25 | 10 |
| $40,000-44,999 | 9 | 17 | 20 | 16 | 18 |
| $45,000-49,999 | 9 | 7 | 11 | 16 | 16 |
| $50,000-54,999 | 4 | 7 | 15 | 12 | 15 |
| $55,000 and over | | | | 10 | 23 |
| TOTAL | 100% | 100% | 100% | 100% | 100% |
| Median | $32,600 | $36,300 | $38,500 | $41,700 | $45,700 |
| Upper Quartile | $39,000 | $41,900 | $45,800 | $48,500 | $54,000 |
| % Increase in Median from Previous Year | 4.6% | 11.3% | 6.1% | 8.3% | 9.67%[a] |

*N* = Number of salaries reported.

[a]The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

TABLE 6

SALARIES PAID TO ASSISTANT EXECUTIVE DIRECTORS
BY REGION AND BY SIZE OF STAFF

(Voluntary Agencies Only)

| *Region* | *Number of Salaries Reported* | *Median Salary*[a] | *Upper Quartile*[a] |
|---|---|---|---|
| New England | 8 | $36,100 | $42,000 |
| Middle Atlantic | 22 | 39,000 | 47,100 |
| East North Central | 36 | 40,100 | 45,000 |
| West North Central | 13 | 25,600 | 35,375 |
| South Atlantic | 9 | 30,500 | 34,650 |
| East South Central | 0 | N.A. | N.A. |
| West South Central | 5 | 37,000 | 45,150 |
| Mountain | 2 | 29,600 | 31,200 |
| Pacific | 21 | 32,950 | 43,725 |
| Canada[b] | 6 | 44,000 | 55,850 |
| *Size of Staff* | | | |
| 1-25 | 11 | $35,550 | $40,100 |
| 26-50 | 20 | 31,600 | 35,500 |
| 51-75 | 39 | 31,750 | 39,900 |
| 76 or more | 52 | 42,200 | 48,000 |
| TOTAL | 122 | $40,100 | $42,300 |

[a]Some of the medians and upper quartiles are based on few reported salaries and may be unstable.

[b]Canadian salaries are given in Canadian Dollars. As of January 1, 1985, the exchange rate was .74 Canadian for 1.00 U.S. Dollars.

TABLE 7

SALARIES PAID TO CASEWORK DIRECTORS OR DIRECTORS OF PROFESSIONAL SERVICES BY REGION AND BY SIZE OF STAFF

(Voluntary Agencies Only)

| *Region* | *Number of Salaries Reported* | *Median Salary*[a] | *Upper Quartile*[a] |
|---|---|---|---|
| New England | 18 | $32,700 | $34,300 |
| Middle Atlantic | 38 | 31,000 | 35,950 |
| East North Central | 64 | 28,900 | 32,000 |
| West North Central | 19 | 27,300 | 33,025 |
| South Atlantic | 20 | 30,400 | 35,700 |
| East South Central | 7 | 25,150 | 25,725 |
| West South Central | 5 | 16,450 | 32,225 |
| Mountain | 2 | 25,900 | 26,300 |
| Pacific | 22 | 39,100 | 45,450 |
| Canada[b] | 10 | 40,000 | 52,550 |
| *Size of Staff* | | | |
| 1-25 | 29 | $26,550 | $30,450 |
| 26-50 | 37 | 30,200 | 32,800 |
| 51-75 | 53 | 29,500 | 35,225 |
| 76 or more | 86 | 32,800 | 37,600 |
| TOTAL | 205 | $30,450 | $35,525 |

[a]Some of the medians and upper quartiles are based on few reported salaries and may be unstable.

[b]Canadian salaries are given in Canadian Dollars. As of January 1, 1985, the exchange rate was .74 Canadian for 1.00 U.S. Dollars.

TABLE 8

TRENDS IN SALARIES PAID TO ASSISTANT EXECUTIVE DIRECTORS AND CASEWORK DIRECTORS OR DIRECTORS OF PROFESSIONAL SERVICES 1982-1985

(Voluntary Agencies Only, U.S. and Canada)

| *Salary* | *Assistant Executive Director* | | | *Casework Director/Director of Professional Services* | | |
|---|---|---|---|---|---|---|
| | *1982 (N=107)* | *1983 (N=110)* | *1985 (N=121)* | *1982 (N=154)* | *1983 (N=161)* | *1985 (N=205)* |
| Under $25,000 | 12% | 8% | 9% | 32% | 26% | 22% |
| $25,000-29,999 | 24 | 14 | 15 | 35 | 27 | 23 |
| $30,000-34,999 | 27 | 25 | 15 | 23 | 29 | 28 |
| $35,000-39,999 | 23 | 29 | 19 | 6 | 11 | 13 |
| $40,000-44,999 | 14 | 11 | 20 | 4 | 4 | 8 |
| $45,000 and over | | 13 | 22 | | 3 | 6 |
| TOTAL | 100% | 100% | 100% | 100% | 100% | 100% |
| Median | $32,400 | $34,500 | $37,400 | $27,300 | $29,700 | $30,450 |
| Upper Quartile | $37,300 | $39,500 | $44,300 | $30,600 | $33,300 | $35,525 |
| % Increase in Median from Previous Year | 10% | 6.5% | 8.4%[a] | 7.1% | 8.8% | 2.5%[a] |

[a]The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

*N* = Number of salaries reported.

TABLE 9

SALARIES PAID TO DIRECTORS OF DISTRICTS OR MAJOR PROGRAM UNITS
BY REGION AND BY SIZE OF STAFF

(Voluntary Agencies Only)

| *Region* | *Number of Salaries Reported* | *Median Salary* | *Upper Quartile* |
|---|---|---|---|
| New England | 54 | $29,000 | $33,000 |
| Middle Atlantic | 105 | 27,000 | 31,000 |
| East North Central | 100 | 29,000 | 33,000 |
| West North Central | 32 | 23,000 | 27,000 |
| South Atlantic | 82 | 25,000 | 30,000 |
| East South Central | 11 | 18,500 | 19,000 |
| West South Central | 14 | 25,000 | 29,000 |
| Mountain | 0 | N.A. | N.A. |
| Pacific | 45 | 31,000 | 39,000 |
| Canada[a] | 14 | 45,000 | 46,000 |
| *Size of Staff* | | | |
| 1-25 | 35 | $23,000 | $25,000 |
| 26-50 | 100 | 25,000 | 29,000 |
| 51-75 | 91 | 27,000 | 33,000 |
| 76 or more | 231 | 29,000 | 33,500 |
| TOTAL | 457 | $27,000 | $33,000 |

[a]Canadian salaries are given in Canadian Dollars. As of January 1, 1985, the exchange rate was .74 Canadian for 1.00 U.S. Dollars.

TABLE 10

SALARIES PAID TO SUPERVISORS OF PRACTITIONERS
BY REGION AND BY SIZE OF STAFF

(Voluntary Agencies Only)

| *Region* | *Number of Salaries Reported* | *Median Salary* | *Upper Quartile* |
|---|---|---|---|
| New England | 82 | $23,000 | $27,000 |
| Middle Atlantic | 93 | 23,000 | 25,000 |
| East North Central | 119 | 25,000 | 27,000 |
| East North Central | 20 | 21,000 | 23,000 |
| South Atlantic | 60 | 25,000 | 29,000 |
| East South Central | 5 | 25,000 | 27,000 |
| West South Central | 15 | 19,500 | 23,000 |
| Mountain | 0 | N.A. | N.A. |
| Pacific | 44 | 27,000 | 31,000 |
| Canada[a] | 70 | 37,000 | 39,000 |
| *Size of Staff* | | | |
| 1-25 | 44 | $23,000 | $27,000 |
| 26-50 | 61 | 25,000 | 29,000 |
| 51-75 | 81 | 23,000 | 27,000 |
| 76 or more | 322 | 25,000 | 31,000 |
| TOTAL | 508 | $25,000 | $29,000 |

[a]Canadian salaries are given in Canadian Dollars. As of January 1, 1985, the exchange rate was .74 Canadian for 1.00 U.S. Dollars.

TABLE 11

TRENDS IN SALARIES PAID TO DIRECTORS OF DISTRICTS OR MAJOR PROGRAM UNITS AND TO SUPERVISORS OF PRACTITIONERS 1982-1985

(Voluntary Agencies Only, U.S. and Canada)

| *Salary* | *Directors of Districts or Major Program Units* | | | *Supervisors* | | |
|---|---|---|---|---|---|---|
| | *1982 (N=459)* | *1983 (N=457)* | *1985 (N=437)* | *1982 (N=485)* | *1983 (N=421)* | *1985 (N=508)* |
| Under $17,000 | 11% | 6% | 0% | 10% | 6% | 0% |
| $17,000-20,999 | 19 | 17 | 15 | 24 | 26 | 17 |
| $21,000-24,999 | 25 | 27 | 15 | 29 | 35 | 28 |
| $25,000-28,999 | 20 | 24 | 22 | 17 | 19 | 23 |
| $29,000-32,999 | 25 | 14 | 21 | 20 | 7 | 17 |
| $33,000 and over | | 12 | 27 | | 7 | 15 |
| TOTAL | 100% | 100% | 100% | 100% | 100% | 100% |
| Median | $24,300 | $25,062 | $29,000 | $22,700 | $23,083 | $25,000 |
| Upper Quartile | $28,900 | $29,167 | $33,000 | $27,800 | $26,532 | $29,000 |
| % Increase in Median from Previous Year | 3.4% | 3.1% | 15.7%[a] | 5.1% | 1.7% | 8.3%[a] |

[a]The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

*N* = Number of salaries reported.

TABLE 12

DISTRIBUTION OF FULL-TIME PRACTITIONERS IN SOCIAL WORK
WITH GRADUATE SOCIAL WORK DEGREE
BY AUSPICES AND BY REGION

| *Region* | *Number of All Full-Time Practitioners* | | *% of Practitioners with Graduate Social Work Degree* | |
|---|---|---|---|---|
| | *Voluntary Agencies* | *Local Public Agencies* | *Voluntary Agencies* | *Local Public Agencies* |
| New England | 444 | N.A. | 57% | N.A. |
| Middle Atlantic | 539 | 405 | 69 | 19 |
| East North Central | 661 | 362 | 70 | 37 |
| West North Central | 185 | 286 | 62 | 100 |
| South Atlantic | 308 | 452 | 66 | 64 |
| East South Central | 38 | N.A. | 87 | N.A. |
| West South Central | 71 | 284 | 72 | 11 |
| Mountain | 7 | N.A. | 29 | N.A. |
| Pacific | 333 | [a] | 74 | [a] |
| Canada | 376 | 754 | 43 | 55 |
| TOTAL | 2,962 | 2,543 | 64% | 51% |

[a] The one local public agency in the Pacific region was not able to report the educational level of its practitioners.

TABLE 13

SALARIES PAID TO PRACTITIONERS WITH GRADUATE SOCIAL WORK DEGREE BY REGION AND BY SIZE OF STAFF

(Voluntary Agencies Only)

| *Region* | *Number of Salaries Reported* | *Median Salary* | *Upper Quartile* |
|---|---|---|---|
| New England | 252 | $19,000 | $21,000 |
| Middle Atlantic | 370 | 19,000 | 21,000 |
| East North Central | 463 | 19,000 | 21,000 |
| West North Central | 114 | 21,000 | 25,000 |
| South Atlantic | 204 | 19,000 | 21,000 |
| East South Central | 33 | 16,000 | 19,000 |
| West South Central | 51 | 19,000 | 19,000 |
| Mountain | 2 | 17,000 | 19,000 |
| Pacific | 246 | 21,000 | 27,000 |
| Canada[a] | 160 | 29,000 | 31,000 |
| *Size of Staff* | | | |
| 1-25 | 204 | $19,000 | $21,000 |
| 26-50 | 320 | 19,000 | 23,000 |
| 51-75 | 428 | 19,000 | 23,000 |
| 76 or more | 943 | 21,000 | 25,000 |
| TOTAL | 1,895 | $19,000 | $23,000 |

[a]Canadian salaries are given in Canadian Dollars. As of January 1, 1985, the exchange rate was .74 Canadian for 1.00 U.S. Dollars.

TABLE 14

TRENDS IN SALARIES PAID TO PRACTITIONERS IN SOCIAL WORK
1982-1985

(Voluntary Agencies Only, U.S. and Canada)

| Salary | Percent of Practitioners | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | With Graduate Social Work Degree | | | With Some Graduate S.W. Education | | | With No Graduate S.W. Education | | | | | |
| | | | | | | | Other Graduate Degree | | | No Other Grad. Degree | | |
| | 1982 (N=1910) | 1983 (N=1853) | 1985 (N=1895) | 1982 (N=362) | 1983 (N=277) | 1985 (N=141) | 1982 (N=241) | 1983 (N=199) | 1985 (N=247) | 1982 (N=623) | 1983 (N=474) | 1985 (N=679) |
| Under $12,000 | 2% | 2% | 1% | 8% | 12% | 13% | 10% | 6% | 4% | 25% | 17% | 9% |
| $12,000-13,999 | 8 | 4 | 2 | 18 | 16 | 11 | 22 | 11 | 9 | 34 | 31 | 29 |
| $14,000-15,999 | 21 | 19 | 11 | 11 | 13 | 20 | 22 | 19 | 11 | 26 | 20 | 18 |
| $16,000-17,999 | 24 | 27 | 19 | 22 | 12 | 18 | 12 | 14 | 22 | 9 | 10 | 13 |
| $18,000-19,999 | 16 | 19 | 20 | 12 | 9 | 9 | 10 | 17 | 16 | 3 | 7 | 5 |
| $20,000-23,999 | 29 | 17 | 26 | 29 | 27 | 16 | 24 | 22 | 20 | 3 | 9 | 5 |
| $24,000 and over | | 12 | 21 | | 11 | 13 | | 11 | 18 | | 6 | 21 |
| TOTAL | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Median Salary | $17,500 | $17,855 | $19,000 | $17,300 | $17,500 | $17,000 | $15,600 | $18,056 | $19,000 | $13,400 | $14,213 | $15,000 |
| Upper Quartile | $21,400 | $20,934 | $23,000 | $21,300 | $21,556 | $21,000 | $19,700 | $21,455 | $23,000 | $14,900 | $17,480 | $21,000 |
| % Increase in Median from Previous Year | 2.9% | 2.0% | 6.4%[a] | 6.1% | 1.2% | -2.9%[a] | 2.6% | 15.7% | 5.2%[a] | -2.9% | 6.1% | 5.5%[a] |

[a]The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

*N* = Number of salaries reported.

TABLE 15

TRENDS IN SALARIES PAID TO SOCIAL WORK ASSISTANTS
1982-1985

(Voluntary Agencies Only, U.S. and Canada)

| *Salary* | *% of Social Work Assistants* | | |
|---|---|---|---|
| | *1982 (N=159)* | *1983 (N=162)* | *1985 (N=194)* |
| Under $9,000 | 14% | 10% | 11% |
| $9,000-9,999 | 18 | 17 | 6 |
| $10,000-10,999 | 18 | 15 | 15 |
| $11,000-11,999 | 11 | 16 | 10 |
| $12,000-12,999 | 20 | 16 | 12 |
| $13,000-13,999 | 9 | 10 | 7 |
| $14,000 and over | 10 | 16 | 39 |
| TOTAL | 100% | 100% | 100% |
| Median | $11,000 | $11,520 | $12,500 |
| Upper Quartile | $12,700 | $13,176 | $14,500 |
| % Increase in Median from Past Year | 5.8% | 4.7% | 8.5%[a] |

[a]The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

*N* = Number of salaries reported.

TABLE 16

TRENDS IN SALARIES PAID TO RECREATION WORKERS
1982-1985

(Voluntary Agencies Only, U.S. and Canada)

| *Salary* | *% of Recreation Workers* | | |
|---|---|---|---|
| | *1982 (N=115)* | *1983 (N=130)* | *1985 (N=133)* |
| Under $10,000 | 16% | 8% | 15% |
| $10,000-11,999 | 25 | 31 | 28 |
| $12,000-13,999 | 23 | 22 | 21 |
| $14,000-15,999 | 15 | 14 | 14 |
| $16,000-17,999 | 9 | 15 | 11 |
| $18,000 and over | 12 | 10 | 11 |
| TOTAL | 100% | 100% | 100% |
| Median | $12,600 | $12,900 | $12,500 |
| Upper Quartile | $15,400 | $15,900 | $15,500 |
| % Increase in Median from Previous Year | 5.9% | 2.4% | -3.1%[a] |

[a]The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

*N* = Number of salaries reported.

TABLE 17

TRENDS IN SALARIES PAID TO RESIDENTIAL SUPERVISORS
1982-1985

(Voluntary Agencies Only, U.S. and Canada)

| *Salary* | *% of Total for Each Year* | | | *% of 1985 Sample* | |
|---|---|---|---|---|---|
| | *1982 (N=418)* | *1983 (N=421)* | *1985 (N=461)* | *Full Maintenance Provided (N=34)* | *Full Maintenance Not Provided (N=427)* |
| Under $12,000 | 15% | 7% | 0% | 0% | 0% |
| $12,000-13,999 | 18 | 13 | 0 | 0 | 0 |
| $14,000-15,999 | 20 | 20 | 31 | 38 | 31 |
| $16,000-17,999 | 12 | 16 | 21 | 3 | 22 |
| $18,000-19,999 | 11 | 12 | 11 | 3 | 11 |
| $20,000-21,999 | 24 | 9 | 5 | 0 | 5 |
| $22,000-23,999 | | 8 | 7 | 12 | 7 |
| $24,000 and over | | 15 | 25 | 44 | 24 |
| TOTAL | 100% | 100% | 100% | 100% | 100% |
| Median | $15,700 | $17,222 | $17,500 | $22,500 | $17,500 |
| Upper Quartile | $19,800 | $21,762 | $24,250 | $26,500 | $23,500 |
| % Increase in Median from Previous Year | -1.9% | 9.7% | 1.6%[a] | 57.0%[a,b] | 1.2%[a] |
| % Receiving Full Maintenance | 10% | 7% | 7% | -- | -- |

[a]The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

[b]The small number of cases in this category and the bunching of them at the top of the range account for this large percentage increase.

*N* = Number of salaries reported.

TABLE 18

SALARIES PAID TO CHILD CARE WORKERS BY REGION

(Voluntary Agencies Only, U.S. and Canada)

| *Region* | *Number of Salaries Reported* | *% Receiving Full Maintenance* | *Median Salary* | *Upper Quartile* |
|---|---|---|---|---|
| New England | 159 | 3% | $12,500 | $13,500 |
| Middle Atlantic | 795 | 26 | 12,500 | 13,500 |
| East North Central | 653 | 4 | 11,500 | 12,500 |
| West North Central | 238 | 2 | 11,500 | 12,500 |
| South Atlantic | 140 | 38 | 9,500 | 10,500 |
| East South Central | 28 | 11 | 8,000 | 9,500 |
| West South Central | 235 | 10 | 11,500 | 11,750 |
| Mountain | 70 | 0 | 9,500 | 11,000 |
| Pacific | 510 | 3 | 13,500 | 16,500 |
| Canada[a] | 261 | 6 | 21,500 | 22,000 |
| TOTAL | 3,089 | 11% | $12,500 | $14,500 |

[a]Canadian salaries are given in Canadian Dollars. As of January 1, 1985, the exchange rate was .74 Canadian for 1.00 U.S. Dollars.

TABLE 19

TRENDS IN SALARIES PAID TO CHILD CARE WORKERS
1982-1985

(Voluntary Agencies Only, U.S. and Canada)

| *Salary* | *% of Total for Each Year* | | | *% of Sample* | |
|---|---|---|---|---|---|
| | *1982 (N=2885)* | *1983 (N=2696)* | *1985 (N=3089)* | *Full Maintenance Provided (N=350)* | *Full Maintenance Not Provided (N=2739)* |
| Under $8,000 | 7% | 5% | 4% | 18% | 2% |
| $8,000-9,999 | 25 | 26 | 14 | 10 | 14 |
| $10,000-11,999 | 36 | 36 | 31 | 15 | 34 |
| $12,000-13,999 | 32 | 17 | 23 | 23 | 23 |
| $14,000 or over | | 16 | 28 | 34 | 27 |
| TOTAL | 100% | 100% | 100% | 100% | 100% |
| Median | $10,900 | $11,013 | $12,500 | $12,500 | $11,500 |
| Upper Quartile | $12,800 | $12,795 | $14,500 | $14,500 | $14,500 |
| % Increase in Median from Previous Year | 5.8% | 1.0% | 1.4%[a] | 1.0%[a] | 4.7%[a] |
| % Receiving Full Maintenance | 14% | 9% | 11% | -- | -- |

[a]The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

*N* = Number of salaries reported.

TABLE 20

TRENDS IN SALARIES PAID TO EDUCATIONAL DIRECTORS BY SETTING
1982-1985

(Voluntary Agencies only, U.S. and Canada)

| *Salary* | *% of Educational Directors* | | | | | |
|---|---|---|---|---|---|---|
| | *Institutions* | | | *Day Care Centers* | | |
| | *1982 (N=38)* | *1983 (N=35)* | *1985 (N=50)* | *1982 (N=64)* | *1983 (N=63)* | *1985 (N=57)* |
| Under $14,000 | 6% | 0% | 0% | 28% | 22% | 0% |
| $14,000-15,999 | 8 | 9 | 0 | 22 | 21 | 0 |
| $16,000-19,999 | 34 | 17 | 30 | 24 | 33 | 47 |
| $20,000-23,999 | 29 | 34 | 22 | 20 | 14 | 14 |
| $24,000-25,999 | 23 | 17 | 10 | 6 | 2 | 16 |
| $26,000 and over | | 23 | 38 | | 8 | 23 |
| TOTAL | 100% | 100% | 100% | 100% | 100% | 100% |
| Median | $20,300 | $22,750 | $23,500 | $16,000 | $16,625 | $23,500 |
| Upper Quartile | $23,100 | $25,667 | $26,500 | $21,000 | $19,667 | $25,500 |
| % Increase in Median from Previous Year | 6.8% | 12.1% | 3.3%[a] | 8.8% | 3.9% | 41.1%[a] |

[a]The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

*N* = Number of salaries reported.

TABLE 21

SALARIES PAID TO TEACHERS BY SETTING AND BY EDUCATIONAL LEVEL

(Voluntary Agencies Only, U.S. and Canada)

| *Salary* | *Institutions % of Teachers with* | | | *Day Care Centers % of Teachers with* | | |
|---|---|---|---|---|---|---|
| | *Graduate (N=126)* | *Bachelor (N=116)* | *No College (N=12)* | *Graduate (N=35)* | *Bachelor (N=137)* | *No College (N=77)* |
| Under $10,000 | 10% | 3% | 51% | 11% | 20% | 46% |
| $10,000-11,999 | 4 | 12 | 8 | 9 | 46 | 29 |
| $12,000-13,999 | 10 | 30 | 0 | 25 | 26 | 21 |
| $14,000-15,999 | 32 | 26 | 8 | 23 | 5 | 4 |
| $16,000-17,999 | 17 | 15 | 25 | 9 | 2 | 0 |
| $18,000 and over | 27 | 14 | 8 | 23 | 1 | 0 |
| TOTAL | 100% | 100% | 100% | 100% | 100% | 100% |
| Median | $15,500 | $14,500 | $ 9,500 | $14,500 | $11,000 | $10,500 |
| Upper Quartile | $18,500 | $16,500 | $16,500 | $17,800 | $12,500 | $11,500 |
| % Increase in Median from Previous Year[a] | 1.5% | -1.8% | [b] | 16.0% | 2.0% | 19.1% |

[a]The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

[b]No medians were given in the 1983 salary study.

*N* = Number of salaries reported.

TABLE 22

TRENDS IN SALARIES PAID TO TEACHERS BY SETTING AND BY EDUCATIONAL LEVEL
1983-1985

(Voluntary Agencies Only, U.S. and Canada)

| | *Teachers* | | | | | |
|---|---|---|---|---|---|---|
| | *1983* | | | *1985* | | |
| *Institutions* | *N* | *%* | *Median Salary* | *N* | *%* | *Median Salary* |
| Graduate Education | 134 | 58% | $15,278 | 126 | 49% | $15,500 |
| Bachelor's Degree | 95 | 41 | 14,769 | 116 | 46 | 14,500 |
| No College Degree | 2 | 1 | [a] | 12 | 5 | 9,500 |
| TOTAL | 231 | 100% | [a] | 254 | 100% | [a] |
| *Day Care Centers* | *N* | *%* | *Median Salary* | *N* | *%* | *Median Salary* |
| Graduate Education | 10 | 4% | $12,500 | 35 | 14% | $14,500 |
| Bachelor's Degree | 153 | 58 | 10,781 | 137 | 55 | 11,000 |
| No College Degree | 102 | 38 | 8,810 | 77 | 31 | 10,500 |
| TOTAL | 265 | 100% | [a] | 249 | 100% | [a] |

[a] Median not computed.

*N* = Number of salaries reported.

TABLE 23

TRENDS IN SALARIES PAID TO ASSISTANTS TO TEACHERS BY SETTING
1982-1985

(Voluntary Agencies Only, U.S. and Canada)

| *Salary* | *% of Assistants to Teachers* | | | | | |
|---|---|---|---|---|---|---|
| | *Institutions* | | | *Day Care Centers* | | |
| | *1982 (N=63)* | *1983 (N=49)* | *1985 (N=94)* | *1982 (N=135)* | *1983 (N=163)* | *1985 (N=184)* |
| Under $8,000 | 24% | 36% | 23% | 52% | 49% | 34% |
| $8,000-9,999 | 22 | 18 | 21 | 40 | 34 | 45 |
| $10,000-11,999 | | 16 | 27 | | 12 | 14 |
| $12,000-13,999 | 54 | 16 | 15 | 8 | 2 | 3 |
| $14,000 and over | | 14 | 14 | | 3 | 4 |
| TOTAL | 100% | 100% | 100% | 100% | 100% | 100% |
| Median | $10,200 | $ 9,833 | $11,000 | $8,000 | $8,114 | $9,000 |
| Upper Quartile | $11,800 | $12,750 | $12,500 | $8,900 | $9,409 | $9,500 |
| % Increase in Median from Previous Year | 20% | -3.6% | 1.2%[a] | 3.9% | 1.4% | 10.9%[a] |

[a]The percentage increase for 1985 represents a 2-year increase from 1983, the date of the most recent salary study prior to the current one.

*N* = Number of salaries reported.

TABLE 24

RACIAL/ETHNIC COMPOSITION OF KEY PROGRAM STAFF AND BOARD FOR VOLUNTARY AGENCIES

(U.S. and Canada)

| Position | Racial/Ethnic Composition | | | | Total | |
|---|---|---|---|---|---|---|
| | White % | Black % | Hispanic % | Other % | N | % |
| Executive Director | 90% | 9 | 0 | 1 | 185 | 100% |
| Other Program Administrative Staff[a] | 83 | 13 | 2 | 2 | 778 | 100% |
| Supervisors | 81 | 16 | 2 | 1 | 524 | 100% |
| Practitioners[b] | 78 | 17 | 3 | 2 | 3,141 | 100% |
| Social Work Assistants | 60 | 26 | 8 | 6 | 254 | 100% |
| Residential Supervisors | 69 | 26 | 3 | 2 | 423 | 100% |
| Child Care Workers | 56 | 38 | 4 | 2 | 3,641 | 100% |
| TOTAL KEY STAFF | 69% | 26 | 3 | 2 | 8,946 | 100% |
| BOARD | 84% | 13 | 2 | 1 | 4,801 | 100% |

[a]Category includes Asst. Executive Director, Casework Director/Director of Professional Services, and Director of Districts/Major Program Areas.

[b]Category includes practitioners at all educational levels, i.e., those included in Table 14.

TABLE 25

RACIAL/ETHNIC COMPOSITION OF KEY PROGRAM STAFF AND BOARD
FOR LOCAL PUBLIC AGENCIES

(U.S. and Canada)

| *Position* | *Racial/Ethnic Composition* | | | | *Total* | |
|---|---|---|---|---|---|---|
| | *White* % | *Black* % | *Hispanic* % | *Other* % | *N* | % |
| Executive Director | 78% | 22 | 0 | 0 | 18 | 100% |
| Other Program Administrative Staff[a] | 66 | 29 | 4 | 1 | 158 | 100% |
| Supervisors | 67 | 29 | 3 | 1 | 609 | 100% |
| Practitioners[b] | 70 | 25 | 4 | 1 | 1,887 | 100% |
| Social Work Assistants | 28 | 69 | 2 | 1 | 332 | 100% |
| Residential Supervisors | 64 | 29 | 3 | 4 | 75 | 100% |
| Child Care Workers | 42 | 51 | 5 | 2 | 589 | 100% |
| TOTAL KEY STAFF | 61% | 35 | 3 | 1 | 3,668 | 100% |
| BOARD | 77% | 21 | 2 | 0 | 126 | 100% |

[a]Category includes Asst. Executive Director, Casework Director/Director of Professional Services, and Director of Districts/Major Program Areas.

[b]Category includes practitioners at all educational levels, i.e., those included in Table 14.

## ITEMS OF SPECIAL INTEREST

*Tables 24 and 25* present the racial/ethnic composition of key program staff and board members for voluntary and local public agencies. Although the differences are not dramatic, in comparison with the public agencies more of the staff and the board of the voluntary agencies are white. In the voluntary agencies 69% of the key program staff are white, 26% are black, 3% are Hispanic, and 2% are of other racial/ethnic composition. In the local public agencies 61% of the key program staff are white, 35% are black, 3% are Hispanic, and 1% are of other racial/ethnic composition.

The position of Executive Director is the one most likely to be filled by white staff in both the voluntary and public agencies. On the other end of the continuum, the positions of Social Work Assistants and Child Care Workers are least likely to be filled by white staff.

Eighty-four percent of voluntary agency Board Members are white, 13% are black, 2% are Hispanic, and 1% are of other racial/ethnic composition. Seventy-seven percent of local public agency Board Members are white, 21% are black, and 2% are Hispanic.

APPENDIX

NUMBER OF PARTICIPATING AGENCIES BY U.S. CENSUS REGION AND STATE

(Voluntary and Local Public)

(N=211)

| | Voluntary | Local Public |
|---|---|---|
| New England | (28) | (0) |
| Connecticut | 7 | |
| Maine | 1 | |
| Massachusetts | 14 | |
| New Hampshire | 1 | |
| Rhode Island | 3 | |
| Vermont | 2 | |
| Middle Atlantic | (25) | (3) |
| New Jersey | 1 | |
| New York | 12 | 2 |
| Pennsylvania | 12 | 1 |
| East North Central | (54) | (5) |
| Illinois | 16 | |
| Indiana | 4 | |
| Michigan | 12 | |
| Ohio | 18 | 5 |
| Wisconsin | 4 | |
| West North Central | (13) | (2) |
| Iowa | 4 | |
| Kansas | 2 | |
| Minnesota | 2 | 1 |
| Missouri | 4 | 1 |
| Nebraska | 1 | |
| North Dakota | 0 | |
| South Dakota | 0 | |
| South Atlantic | (21) | (7) |
| Delaware | 1 | |
| District of Columbia | 1 | |
| Florida | 3 | 1 |
| Georgia | 3 | 1 |
| Maryland | 5 | 2 |
| North Carolina | 2 | |
| South Carolina | 3 | 1 |
| Virginia | 3 | 2 |
| West Virginia | 0 | |
| East South Central | (8) | (0) |
| Alabama | 1 | |
| Kentucky | 1 | |
| Mississippi | 1 | |
| Tennessee | 5 | |
| West South Central | (7) | (1) |
| Arkansas | 2 | |
| Louisiana | 1 | |
| Oklahoma | 1 | |
| Texas | 3 | 1 |
| Mountain | (5) | (0) |
| Arizona | 3 | |
| Colorado | 1 | |
| Idaho | 0 | |
| Montana | 0 | |
| Nevada | 0 | |
| New Mexico | 0 | |
| Utah | 1 | |
| Wyoming | 0 | |
| Pacific | (22) | (1) |
| Alaska | 1 | |
| California | 14 | 1 |
| Hawaii | 1 | |
| Oregon | 3 | |
| Washington | 3 | |
| Canada | 5 | 4 |
| TOTAL | 188 | 23 |

| 1 | 2 | 3 | | 4-5/85 6-7/01 |
|---|---|---|---|---|
| 9 | 9 | 10 | 11 | 12 |

# 1985 CWLA SALARY STUDY

Return by January 31, 1985 to:
RESEARCH CENTER, CHILD WELFARE LEAGUE OF AMERICA
67 Irving Place, New York, N.Y. 10003

Agency _____ City/State _____ Your Name _____

FORM A: NUMBER OF EMPLOYEES AS OF JANUARY 1, 1985. Report each employee only once, in position of primary responsibility. Use 2-digit numbers (e.g. 02,12) for every position but first three where 1 digit is desired & Total Number of Employees (3 digits each). Cells with no employees may be left blank.

| Classification of Employees | Number of Employees: Total | Full Time | Part Time |
|---|---|---|---|
| 1. Executive Director of Total Agency<br>The person responsible for overall direction and administration of the organization. (Do not include an "acting director" here, but in his regular position.) | | 13 | 14 |
| 2. Assistant Executive Director(s)<br>A professional employee with full responsibility for specific aspects of the agency's general operation who acts for the Executive Director in his absence. (Do not include "administrative assistants" here, but in category #14.) | | 15 | 16 |
| 3. Casework Director(s), Director(s) of Professional Services<br>A person responsible for the development and operation of the social work program of the agency, including staff development. | | 17 | 18 |
| 4. Directors of Districts or Major Program Units<br>Staff responsible for administration of district offices (not outposts) or equally significant units. | | 19 | 21 |
| 5. Supervisors<br>Staff whose primary responsibility is the direction or supervision of social work practitioners or of students. (Do not include "residential supervisors" here, but in category #9.) | | 23 | 25 |
| 6. Practitioners in Social Work<br>Staff who provide direct services (1) to families and individuals through casework, group work, or advocacy; or (2) to other organizations or community groups through consultation, education, or community organization. | | | |
| a. Practitioners with completed social work graduate education | | 27 | 29 |
| b. Practitioners with some social work graduate education | | 31 | 33 |
| c. Practitioners with no social work graduate education & no other grad. degree | | 35 | 37 |
| d. Practitioners with no social work grad. educ., but grad. degree in other field | | 39 | 41 |
| 7. Social Work Assistants or Case Aides<br>Staff who assist practitioners in providing services and are directed by them in carrying out assignments. | | 43 | 45 |
| 8. Recreation Worker(s)<br>Staff engaged in planning, directing, or carrying out recreational programs and activities, such as sports, arts and crafts, etc. | | 47 | 49 |

| Classification of Employees | Number of Employees: Total | Full Time | Part Time |
|---|---|---|---|
| RESIDENTIAL PERSONNEL | | | |
| 9. Residential Supervisor<br>A staff member responsible for the operation of an institutional program or a unit of it and for supervision of an institution's child care staff. | | 51 | 53 |
| 10. Child Care Workers<br>Staff, other than nurses, whose primary responsibility is the daily care and supervision of children living in an institution or other residential facility. | | 55 | 57 |
| EDUCATIONAL PERSONNEL. Do not include educational staff in the following three categories whose salaries are paid by the local school board. | | | |
| 11. Educational Director(s)<br>A staff member, other than the agency executive, responsible for planning and administering the educational program of an institution or day care center and for supervision of teachers. | | 59 | 61 |
| 12. Teachers<br>Staff employed by the agency in a school or day care center operated by the agency, who are responsible for education of assigned groups, including daily program planning and supervision of assistant staff. | | 63 | 65 |
| 13. Teacher Aides or Assistant Teachers<br>Staff employed by the agency to carry out assigned responsibilities under direction of teachers. | | 67 | 69 |
| 14. Other Professional and Administrative Staff<br>Include all other agency employees that hold professional or administrative positions, such as practitioners and consultants from other professions (e.g., psychologists, psychiatrists, doctors, nurses, etc.), the comptroller, public relations and development staff, administrative assistants, research staff, etc.<br>Do not include homemakers or support staff. | | 71 | 73 |
| TOTAL NUMBER OF EMPLOYEES (Positions 1 through 14). | | 75 | 78 |

PLEASE NOTE THAT THE NUMBER OF FULL-TIME EMPLOYEES REPORTED IN JOB CATEGORIES 1-13 HERE SHOULD BE THE SAME AS THE TOTAL REPORTED IN THE SAME JOB CATEGORY ON FORMS B AND C.

6-7/02